

Department of the Army  
Headquarters, U.S. Army  
Industrial Operations Command  
Rock Island, IL 61299-6000

\*IOCR 700-1

15 AUG 1995

Logistics

AMMUNITION INTENSIVE MANAGEMENT

Applicability. This regulation applies to all assigned Ammunition Intensive (AI) Managers and Industrial Operations Command (IOC) functional directorates. It also applies to management performed by IOC in support of external project, program, or product managers (PMs), programs managed by other U.S. Army Materiel Command (AMC) major subordinate commands, and programs managed by other Armed Services (Air Force, Navy, Marines, etc.).

Decentralized printing. All IOC installations are authorized to locally reproduce this regulation.

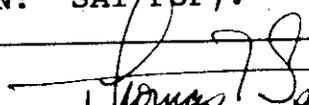
Supplementation. Supplementation of this regulation and establishment of local forms are prohibited without prior approval from Commander, HQ, IOC, ATTN: AMSIO-SMI, Rock Island, IL 61299-6000.

Suggested improvements. The proponent of this regulation is the Ammunition Intensive Management Division (AIMD), AMSIO-SMI. Users are invited to send comments and suggested improvements to Commander, HQ, IOC, ATTN: AMSIO-SMI, Rock Island, IL 61299-6000.

Distribution. Distribution of this regulation is made IAW requirements submitted by IOC organizations (stocked/issued by Rock Island Arsenal, ATTN: SAI-PSP).

FOR THE COMMANDER:

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Colonel, GS  
Chief of Staff

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\* This regulation supersedes AMCCOMR 700-3, 22 Apr 86.

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1. Purpose. The purpose of this regulation is to:

a. Establish U.S. Army IOC policies and procedures for the application and use of ammunition intensive management (AIM) for Level I and Level II programs as prescribed in IOCR 10-1. This regulation also addresses Commodity Management (COM) for Level III programs as it relates to AIM.

b. Prescribe the mission and responsibilities of the AI Manager for programs under the control of the Commanding General (CG), IOC.

c. Prescribe the mission and responsibilities of the AI Manager for the planning, coordination, monitoring, control, and execution of programs identified for intensive management by the IOC.

d. Define the relationship of the AI Manager to Program Executive Officers (PEOs)/PMs and higher headquarters, as well as the matrix support organization of the IOC.

e. Distinguish the difference between intensively managed ammunition programs (Level I and Level II managed by the AIMD) versus other forms of management within the IOC such as Level III COM performed by the Ammunition Support and Maintenance Division.

2. References. Required publications are listed below:

a. DOD 5000.1 (Defense Acquisition).

b. DOD 5000.2 (Defense Acquisition Management Policies and Procedures).

c. DOD Directive 5160.65 (Single Manager for Conventional Ammunition (SMCA)).

d. DOD 5160.65M (Single Manager for Conventional Ammunition-Implementing Joint Conventional Ammunition Policies and Procedures).

e. AR 70-1 (System Acquisition Policy and Procedures).

f. AR 700-127 (Integrated Logistic Support (ILS)).

g. IOCR 10-1 (Mission and Major Functions of the IOC).

h. AMCCOMR 700-8 (Production Support Program).

3. Abbreviations/Terms. See Glossary.

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4. Responsibilities.

a. The CG, IOC, is responsible for:

- (1) Approval of ammunition programs for intensive management.
- (2) Delegating operational control to the AIMD.
- (3) Resolving disagreements between the SMCA Center and other directorates/divisions/offices.

b. The Deputy for the SMCA Center is responsible for the presentation of coordinated program status reviews and concerns relative to program execution to the CG, IOC.

c. The Chief of the AIMD is responsible for:

- (1) The AIMD and its associated regulations.
- (2) Ensuring that program documentation is staffed and coordinated in a complete and timely manner via U.S. Army IOC matrix support.
- (3) The preparation and staffing of AIM charters.
- (4) The update and publication of AIM charters and rosters.
- (5) The preparation and staffing of memorandum of understanding (MOU) with ammunition program developers.
- (6) The nomination of an AI Manager for each ammunition program that requires intensive management.
- (7) The presentation of coordinated program status reviews, and concerns relative to program execution, to the Deputy, SMCA Center, IOC.
- (8) Chairing Best Value Acquisition Teams (BVATs).
- (9) Review and recommend approval/disapproval of AMCCOM Forms 123-R (PA Production Support), 127-R (Engineering in Support of Items in Full Scale Production), and 128-R (Engineering Study Proposal) for Level II items to the on-site engineering activity.
- (10) Transition of all ammunition programs to the IOC (Levels I, II, and III).

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(11) Investigation into nondevelopmental items (NDI) as an alternative where appropriate.

(12) Serve as voting member on Level I and II Configuration Control Boards (CCBs) for assigned items.

d. The Chief of the Ammunition Support and Maintenance Division is responsible for furnishing copies of AMCCOM Forms 123-R, 127-R, and 128-R to the AIMD for review and recommended approval/disapproval prior to issuing funds.

e. The responsibilities of each supporting IOC directorate/division will be IAW individual program charters established by the AIMD (see Appendix C).

## 5. Policies.

a. This regulation applies to the intensive management of all assigned ammunition programs; all intensively managed programs will be chartered. In special circumstances a Shared Management Team, or special staff/team, may be established for the intensive management of an ammunition program. The HYDRA-70/2.75 Inch Rocket System (rockets, warhead, rocket motors, launchers, and ancillary items) will be governed by the Tri-Service Agreement on Management of 2.75 Inch Rockets.

b. The policies established by this regulation are intended to:

(1) Provide guidance for the intensive matrix management and support of all assigned ammunition programs.

(2) Establish a focal point for IOC management authority throughout the life cycle of an ammunition program.

(3) Describe the duties of the AI Manager at the IOC.

(4) Ensure efficient and timely accomplishment of the IOC mission.

c. The AI Manager is delegated tasking/full line program authority for the CG, IOC, and reports through normal supervisory channels.

d. The AI Manager is to exercise Command-wide intensive matrix management over assigned ammunition programs to ensure that timely transition, acquisition, fielding, and life cycle support are successfully achieved and readiness objectives are met.

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6. Procedures.

a. Overview: At any time in the life cycle of an IOC ammunition program, there will be only one AI Manager. The AI Manager will be assisted by members of an Amunition Intensive Management Team (AIMT) (see Appendix C). The AIMT will form at Milestone II and function throughout the system's remaining life cycle, or until transfer to Level III management. Programs will transition from the developer to the IOC IAW DOD 5160.65M. In some cases, partial program management responsibility may transfer to IOC prior to program transition.

## b. Theory and Method of Operation:

(1) Initiation: NLT 90 days prior to Milestone II approval, the designated AI Manager will establish formal coordination with the responsible development activity (PM, other Armed Service, etc.). The AI Manager is the IOC focal point for a specific Level I or Level II ammunition program IAW this regulation, and is assigned the responsibility, with commensurate authority, for overall management, planning, coordination, and accomplishment of program objectives. Coordination will be maintained to obtain essential information regarding the future transition of the ammunition program to the IOC and to foster collaboration. The AIMD will manage the transition process from developer to the IOC for all ammunition programs. For Level I and Level II ammunition programs that will transition to the IOC, the AIMD will staff and submit a proposed charter to the CG, IOC, for approval. Once approved, the AI Manager is the responsible and accountable individual within the IOC for that ammunition program. Assistant AI Managers will be designated only when the magnitude of the program warrants their inclusion as managers for a discrete portion of the overall program. The AIMT membership can only be changed at the request of the AI Manager or a functional division/ office chief; membership will be coordinated by the AIMD. The AIMD will maintain and periodically publish "up-to-date" rosters and charters for all assigned ammunition programs. If required, the AI Manager will negotiate and staff an MOU with the ammunition program developer regarding responsibilities and interfaces during development that will lead to transition of the ammunition program to the IOC.

(2) Acquisition Strategy: The developer, in coordination with the AIMT, will prepare the initial acquisition strategy as required IAW AR 70-1, as well as Office of the Secretary of Defense (OSD) AMMO-FAST-21 policy when applicable, and present it to the AIMD for IOC staffing and concurrence. The AIMT will provide input to the acquisition strategy at major program milestones or as required.

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(3) In-Process Review (IPR): The AI Manager, in concert with the AIMT, will ensure that IPR packages are prepared IAW AR 70-1. Internal staffing of IPR packages and chairmanship of local IPR boards will follow established IOC procedures.

(4) The AI Manager will task supporting organizations at the appropriate level to provide assistance as required. As a rule, the AI Manager will work directly with the Functional Managers (FMs) who serve as the lead for their directorates or divisions (see Appendix D). If requested support cannot be provided, the matter will be elevated to the Deputy Chief of Staff or Command Group level as required.

(5) The AI Manager will be knowledgeable on his assigned ammunition program, including subsystems and components. The AI Manager will be aware of how the program interfaces with related systems, and be knowledgeable on functional tasks required to develop and maintain the system to meet requirements and program schedule.

(6) For Army systems transitioning to the IOC, an ILS manager will be included in the AIM Charter if there are residual ILS activities to be completed at the time of system transition. If there are no residual ILS activities to be completed at transition, an ILS manager will not be included in the AIM Charter.

(7) The AI Manager will recommend Level II ammunition programs that no longer require intensive management be transferred to Level III management IAW Appendix D. Likewise, the Chief of the AIMD will recommend transfer of an ammunition program from Level III to Level II management IAW Appendix D.

7. External Interface. External interface will be accomplished as outlined below:

a. The AI Manager will interface with higher HQ and other organizations as outlined in his charter regarding matters that affect program structure and funding (milestones, requirements, system specifications, etc.).

b. The associate ILS manager will interface with higher HQ and other organizations as required in matters affecting ILS.

c. The FMs will interface with higher HQ and other organizations as required in matters relating to their respective functional areas.

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8. Resources.

a. Initial funding requirements for systems under development are established prior to the appointment of an AI Manager. The AI Manager is responsible for maintaining a complete overview of system identifiable funds and manpower. The Deputy Chief of Staff for Resource Management will furnish the necessary information for the AI Manager to accomplish this task. This information will be based on current data in standard DOD systems, and will be submitted to the appropriate offices, with a copy furnished to the AI Manager in sufficient time to prepare and staff budget submissions and special reviews. The AI Manager shall interface as needed.

b. The AI Manager will participate in program and budget preparation and take an active role in defending program requirements at budget reviews. The AI Manager will interface with the appropriate directorates, divisions, offices, and IOC FMs to ensure program requirements, funding, and manpower are included in IOC program and budget documents. The AI Manager will participate in the internal prioritization process for funded and unfunded programs. The Semiannual Budget Review Summary (final IOC position for budget appropriations) will be coordinated with the AIMD. All guidance from higher HQ which affects system identifiable funds and manpower will be forwarded to the AI Manager. For those systems identified by Department of the Army (DA) as DA intensively managed systems, the assigned AI Manager will serve as the Management Decision Package (MDEP) Manager. The AI Manager will play an active role in budget formulation and execution.

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Appendix A

CONSIDERATION FOR LEVEL OF MANAGEMENT (\*)

The Chief of the AIMD will coordinate with the Chief of the Ammunition Support and Maintenance Division when recommending the initial level of management for a new program. The initial level of management for new programs transitioning to the IOC will be based on the following criteria:

- LEVEL I
  - o Program/project/product manager assigned by higher headquarters (PEO)
  - o Programs chartered by DA/AMC
  - o Requires the highest level of management within DA/AMC
  
- LEVEL II
  - o High complexity (engineering expertise required)
  - o High visibility
  - o Requires higher level of intensive management than would normally be provided
  - o High life cycle cost
  - o Significant logistic support and/or facilitization (spare parts, new equipment training, new production equipment, etc.)
  - o Numerous organizational and logistical interfaces (external and internal to IOC)
  - o Support provided on ammunition programs managed by a PM
  - o Materiel changes which meet the above criteria
  
- LEVEL III
  - o Less complex items
  - o Ammunition programs which do not meet Level II criteria
  - o Design, production facilities, and logistical support are stable

(\*) Identified by Army program structure but pertains to like levels of management of their services' program.

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Appendix B

CHARTER FORMAT

AMMUNITION INTENSIVE MANAGEMENT TEAM

CHARTER NO. XX-XX

FOR THE

\_\_\_\_\_  
Date

\_\_\_\_\_  
XXXXXXXXXXXXX  
Major General, USA  
Commanding

\_\_\_\_\_  
Next Formal Charter Review Date

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AMMUNITION INTENSIVE MANAGEMENT TEAM

EXAMPLE

CHARTER NO. XX-XX

FOR THE

XXXX PROGRAM

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Special Considerations.....	x

1. Purpose. This charter designates a U.S. Army Industrial Operations Command (IOC) Ammunition Intensive Management Team (AIMT) for the XXXX program. It establishes and prescribes the AIMT mission, the assistance to be provided in support of the AIMT, and provides for the management of the xxxx program within IOC. IOCR 700-1, along with this charter, provides the basis for intensive management of the XXXX program.

2. Applicability. This charter applies to all organizations, activities, agencies, and elements of IOC engaged in the management, acquisition, engineering, integrated logistics, and other related functions supporting the XXXX program.

3. Explanation of Terms.

a. Ammunition Intensive Management Team (AIMT). A team consisting of an Ammunition Intensive (AI) Manager as leader, and Functional Managers (FMs) assigned to provide functional area support to the AI Manager. The AIMT membership will be tailored to the needs of each ammunition program. This intensive management approach will be used to achieve integration and coordination of functional disciplines in program development, acquisition, and logistics support to achieve cost, schedule, performance, and readiness goals.

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b. Ammunition Intensive (AI) Manager). An individual chartered by the CG, IOC, as the IOC focal point for a specific ammunition program IAW IOCR 700-1, and is assigned responsibility, with commensurate authority, for the overall management, planning, coordination, and accomplishment of program objectives. The AI Manager will use the expertise available within IOC functional organizations. The FMs will be designated by their respective divisions to act in their behalf regarding guidance/taskings from the AI Manager. The AI Managers will monitor "program identifiable" funds as specified in their charter.

c. Development Project Officer (DPO)/System Engineer (SE), or other Armed Services Equivalent. The DPO is the FM or PM within the design activity or engineering center responsible for system engineering and configuration management of a program prior to transition. The SE is responsible for system engineering and configuration management after program transition. The SE provides pre-transition support to the DPO, and the DPO post-transition support to the SE.

d. Integrated Logistic Support Manager (ILSM). The FM from the ILS office responsible for the management of a program's ILS elements IAW AR 700-127. The ILSM has full line program authority in the planning and execution of the ILS functions. The ILSM will plan and execute IOC ILS for intensively managed programs commensurate with the acquisition strategy developed by the AI Manager/DPO. The ILSM will provide logistic support through the use of an ILS management team.

e. Functional Manager (FM). The AIMT member responsible for providing functional support from within their respective organization.

f. Full Line Program Authority. The authority, via charter, to act for the CG in the execution of assigned duties.

g. Executive Authority. The level of authority assigned by a directorate/division to their representative which enables them to respond in a timely manner so the required support of an intensively managed program is not jeopardized. At a minimum, this will include tasking authority and the authority to make decisions, but at the option of representative's division, can include the authority to direct others to take action.

h. Tasking Authority. The authority to direct elements outside of the AI Manager's functional area to perform the tasks

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necessary to ensure overall system milestones are met and establish suspense dates consistent with this objective.

4. Mission. The mission of the AIMT is to plan, organize, direct, and control tasks and associated resources related to the development, acquisition, quality assurance, production, industrial preparedness, distribution, and logistics support of the xxxx program.

5. Synopsis of the Program. (Insert appropriate program synopsis.)

6. Designation and Location.

a. Name (office name, location, office symbol, and DSN number) is assigned as the AI manager for the XXXX program. The AI Manager reports to the CG, IOC, through the management structure of the Single Manager for Conventional Ammunition (SMCA) Center/AIMD.

b. Name (office name, location, office symbol, and DSN number) is assigned as the DPO for the XXXX program.

c. Name (office name, location, office symbol, and DSN number) is assigned as the SE for the XXX program.

d. Name (office name, location, office symbol, and DSN number) is assigned as the ILSM for the XXXX program.

e. (List other functional managers assigned to the AIMT).

7. Responsibilities and Authorities.

a. Heads of all IOC elements will provide full assistance to the AIMT in the performance of their mission.

b. The Chief of AIMD, HQ, IOC, will:

(1) Provide interpretation of AIM and its associated regulations.

(2) Review and update this charter annually or as required.

c. The AI Manager:

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- (1) Has full line program authority of the CG, IOC, for the intensive management of the XXXX program. In this capacity, the AI Manager is designated the XXXX AIMT leader. The AI Manager will exercise intensive management over all aspects of the program as defined in this charter and IOCR 700-1.
- (2) In concert with the AIMT, develops and obtains approval of the acquisition strategy.
- (3) Is the responsible individual at the IOC for the XXXX program.
- (4) Coordinates with other team members to establish major milestones and develop acquisition, ILS, fielding, test, engineering, and quality assurance plans.
- (5) Reviews and concurs in all consolidated baseline budgets and receives prior notification of interfunctional area programming/reprogramming action and program change requests to higher authorities.
- (6) Develops and maintains the XXXX system management plan to ensure timely development, acquisition, and fielding of the ammunition program.
- (7) Provides continuous focus, management, and coordination for the XXXX program.
- (8) Monitors the efforts of participating organizations and provides direction and support as required to ensure successful program accomplishment.
- (9) Approves priorities and coordinates resources and objectives for the XXXX program.
- (10) Provides progress reports on program schedules, plans, and milestones as required. This includes Acquisition Tracking Center meetings.
- (11) Coordinates management of the XXXX program with other Army/Government agencies not within IOC.
- (12) Pursues a commitment from the developer to provide a technical data package (TDP) adequate for competitive procurement.

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(13) Coordinates with other organizations who manage a component of the ammunition program.

(14) Will maintain management overview of, provide input to, and participate as a voting member in Configuration Control Boards (CCBs) for Army items. The CCB will make recommendations on requests for waiver/deviation (RFW/RFD) and then provide this recommendation to the AIMD. The AIMD is then responsible for obtaining approval/disapproval of the RFW/RFD from the CG, IOC.

d. The System Engineer.

(1) Provides and manages the engineering support for the XXXX program, and plans, controls, and directs system engineering and integration.

(2) Informs the AI Manager on all factors which could/will affect program structure or funding.

(3) Represents the engineering community on all engineering and system integration matters associated with the XXXX program after transition.

(4) Exercises control over engineering support funds released within the engineering community.

(5) Supports all Modification Programs, test and evaluation, and budgetary requirements for the XXXX program.

(6) Ensures that configuration management is executed in support of the program.

e. The Associate ILSM (Army only):

(1) Plans, directs, and controls the development of the ILS plan for the XXXX program and ensures its execution. The ILSM is given authority over all resources within the logistics community (except international logistics) assigned to the XXXX program.

(2) Represents the logistic community for ILS activity.

(3) Ensures all other program specific funding requirements for ILS activities/hardware/software are submitted through appropriate budgetary channels.

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(4) Manages each ILS element to ensure requirements are planned, acquired, tested, and fielded commensurate with the supported system hardware and software configurations.

f. The Procurement Contracting Officer is responsible for ensuring compliance with the terms of the contract, safeguarding the interests of the United States in contracting relationships, and recommending procurement strategies IAW industrial base policy.

g. Other FMs represent their respective functional organizations via the AIMT, and by the authority granted in this charter, provide functional support to the AI Manager.

8. Participating/Supporting Organizations. (List as appropriate)

9. Special Considerations. (List as appropriate)

The proponent for this charter is the HQ, IOC, Ammunition Intensive Management Division (AMSIO-SMI).

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## Appendix C

### FUNCTIONAL MANAGER EXAMPLES

1. Deputy Chief of Staff for Resource Management (DCSRM): The FMs from the DCSR community responsible for overseeing the management of resources, and assuring balance among all programs for current and future fiscal periods. These FMs have the full line program authority of the CG, IOC, in the planning and execution of resource management functions and have executive authority within the DCSR community.
2. Development Project Officer (DPO)/System Engineer (SE), or other Armed Service's Equivalent: The DPO is the FM or PM within the design activity/engineering center responsible for system engineering and configuration management prior to transition. The SE is responsible for system engineering and configuration management after transition. The SE provides pre-transition support to the DPO, and the DPO supports the SE after transition. During development, the DPO works closely with the ILSM to ensure maximum consideration of ILS requirements, while also participating in the development of program management documents.
3. Deputy Chief of Staff for Industrial Readiness (DCSIR): The FMs from the Industrial Readiness community are responsible for the following areas as they relate to their particular system: production facilities planning, production base support (initial production facilities or modernization/expansion of existing facilities), management of Government-owned production equipment at contractor-owned facilities, applicable manufacturing methods and technology programs, and installation support programs. The DCSIR FMs have the full line program authority of the CG, IOC, in the planning and execution of DCSIR functions, and have executive authority within the Industrial Readiness community. The DCSIR FMs work closely with the DPOs to ensure proper use of the industrial base IAW OSD AMMO-FAST-21 policy.
4. Office of Legal Counsel: The FMs from the Office of Counsel responsible for providing legal advice and services to IOC.
5. Single Manager for Conventional Ammunition (SMCA): The FMs from the SMCA community responsible for the integration and execution of the SMCA mission. These FMs shall have full line program authority of the CG, IOC, in the planning and execution of SMCA functions and have executive authority within the SMCA community.
6. Engineering and Assessment Division: The FMs from this division are responsible for providing engineering and technical support in

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the areas of system reliability, availability, maintainability, inspectability, testability, quality engineering, acquisition quality assurance, product quality management, software quality assurance, calibration, metrology, and materiel release.

7. Ammunition Support and Maintenance Division: The FMs from this directorate are responsible for managing the production, renovation, and demilitarization of assigned ammunition programs. These FMs have full line program authority for the CG, IOC, in the planning and execution of production, renovation, and demilitarization, and have executive authority within their directorate.

8. Deputy Chief of Staff for Industrial Risk Management (DCSIRM): The FMs from this organization are responsible for ensuring the required degree of safety and security for all materiel developed, produced, or managed by the IOC, and ensuring that nuclear and chemical ammunition related to the IOC mission is managed according to the highest standards of safety, reliability, and security. DCSIRM FMs have the full line program authority of the CG, IOC, in the planning and execution of safety/surety/security functions, and have executive authority under the DCSIRM.

9. Technical Data/Configuration Management (TD/CM): The U.S. Army Tank-automotive and Armaments Command (ARDEC) will provide technical assistance in order to supply the required procurement package input for IOC procurements. This input will be provided by the Technical Data Package Office, Packaging Office, and the Contract Data Requirements Office.

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Appendix D

PROCESS FOR TRANSFER OF AMMUNITION PROGRAMS TO AND FROM LEVEL II INTENSIVE MANAGEMENT AND LEVEL III COMMODITY MANAGEMENT

1. A decision to move ammunition programs from commodity management (Level III) to intensive management (Level II), or vice versa, requires consideration of the following transfer criteria:

a. Stability of the procurement process: systems that continually experience problems during the procurement process may warrant Level II management.

b. Stability of technical data: systems with unstable TDPs or where TDP changes do not flow smoothly through the technical loop, may warrant Level II management.

c. Stability of the acquisition process for a system's support items.

d. Systems with significant Authorized Acquisition Objective shortages, or where assets in the field are marginal due to age, capability versus requirements, etc., may warrant Level II management.

e. Level III systems undergoing a modification may warrant transfer to Level II management.

f. Systems that attract command group or higher HQ visibility may warrant Level II management.

g. Systems or system support items with repetitive safety problems may warrant Level II management.

h. Systems that experience sustained low stock availability for reasons unresolvable by the commodity manager may warrant Level II management.

i. IOC reportable items will be evaluated to see if there are significant reasons to warrant Level II management.

2. The criteria above are not all inclusive, even though the presence of one or more problems may seem to indicate that Level II management is appropriate, the judgment process is one of determining whether the degree of these problems warrants such a transfer, just as the absence of problems may seem to warrant transfer of a system to commodity management. The Chief of the AIMD will recommend transfer of a program from Level II to

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Level III management, and the Chief of the Ammunition Support and Maintenance Division will concur or nonconcur. The Chief of the Ammunition Support and Maintenance Division will recommend transfer of a program from Level III to Level II management, and the Chief, AIMD, will concur/nonconcur. Disputes will be settled by the Deputy Chief of Staff for the SMCA Center.

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## Glossary

1. Ammunition Intensive Management (AIM): AIM is the exercise of staff management and tasking authority over the planning, organization, direction, and control of tasks and associated functions essential for acquisition, fielding, and support of designated ammunition programs. This will include functions such as procurement, production, product assurance, engineering, materiel distribution, industrial preparedness, and logistic support.
2. Commodity Management (COM): Management of all Level III ammunition programs that do not qualify for intensive management by the AIMD (Level I/Level II Programs).
3. Development Project Officer (DPO)/System Engineer (SE), or other Armed Service's Equivalent: The DPO is the FM or PM within the design activity/engineering center responsible for system engineering and configuration management prior to transition. The SE is responsible for system engineering and configuration management after transition. The SE provides pre-transition support to the DPO, and the DPO provides post-transition support to the SE.
4. Engineering Support of Items in Full Scale Production (ESIP): The engineering effort required to resolve production, hardware, or process problems, as well as evaluate those engineering actions necessary to accomplish production of ammunition under a specific program.
5. Executive Authority: The level of authority assigned by a directorate, division, or office to their representative which enables them to respond in a timely manner so the required support of an intensively managed ammunition program is not jeopardized. At a minimum, this will include tasking authority and the authority to make decisions, but at the option of the representative's directorate/division, can include authority to direct others to take action.
6. Full Line Program Authority: The authority, via charter, to act for the CG in the execution of assigned duties.
7. Functional Manager (FM): The AIMT member responsible for providing functional support from within his respective organization. (Appendix D provides some examples of FMs.)
8. Integrated Logistic Support Manager (ILSM): The FM from the ILS office responsible for management of a system's ILS elements IAW AR 700-127. The ILSM has full line program authority in the planning and execution of ILS functions. The ILSM will plan and

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execute ILS programs for intensively managed ammunition programs at the IOC commensurate with the acquisition strategy developed by the DPO/AI manager. The ILSM will provide logistic support through the use of an ILS management team. An ILSM will be included in the AIM charter if there are residual ILS activities to be completed at the time of system transition.

9. Ammunition Program: A combination of items, subsystems, components, parts, and materiel used in training or combat. The system includes support equipment, test, measurement and diagnostic equipment, and software. Programs consist of activities such as renovation, major maintenance, demilitarization, treaty enforcement, and research, development, test and evaluation integration.

10. Nondevelopmental Item (NDI): An item that does not require development; nondevelopmental items include:

- a. Any item available in the commercial marketplace.
- b. Any previously developed item in use by Federal, State, or local agencies of the United States, or a foreign government with which the United States has a mutual defense cooperation agreement.
- c. Any item that requires only minor modification to meet the requirements of the procuring agency.
- d. Any item currently being produced, but is not yet in use, or is not yet available in the commercial marketplace.

11. Operational Control: The exercise of authority, delegated by the CG, IOC, to require status and decision briefings, resolve disagreements between AIMT members, and make program decisions that are within the purview of the CG, IOC.

12. Supervisory Authority: The authority required to direct, guide, and control subordinate team members.

13. Ammunition Intensive Management Team (AIMT): A team consisting of an AI Manager as leader, and FMs assigned to provide functional area support to the AI Manager. The AIMT membership will be tailored to the needs of each ammunition program, and more than one individual from a single organization may be assigned to the AIMT. This intensive management approach will be used to achieve integration and coordination of functional disciplines in system development, acquisition, and logistics support to achieve cost, schedule, performance, and readiness goals.

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Glossary - Continued

14. Ammunition Intensive (AI) Manager: An individual chartered by the CG, IOC, as the IOC focal point for a specific Level I/Level II ammunition program IAW this regulation, and who is assigned the responsibility, with commensurate authority, for overall management, planning, coordination, and accomplishment of program objectives. The AI manager will use the expertise available within IOC functional organizations. The FMs will be designated by their respective directorates to act in their behalf regarding guidance or taskings from the AI Manager. The AI Managers will monitor "system identifiable" funds as specified in their charter.

15. Tasking Authority: The authority to task elements from within and without the AI Manager's functional area to perform the tasks necessary to ensure system milestones are met, and establish suspense dates consistent with this objective.